



IDAHO

DEPARTMENT OF CORRECTION

Strategic Plan 2007- 2014

“Back to Basics”

C.L. “Butch” Otter, Governor

Brent D. Reinke, Director

***Our Mission is to Protect Idaho;
through***

***Safety, Accountability, Partnerships and
Opportunities for Offender Change***



IDAHO DEPARTMENT OF CORRECTION Strategic Plan 2007- 2014



“Back to Basics”

Our Mission

To Protect Idaho;

through

*Safety, Accountability, Partnerships and
Opportunities for Offender Change*

Our Vision

*To be valued by the citizens of Idaho
as a partner and leader in management, research, treatment
and prevention of criminal behavior.*

Our Values

*We value a professional environment that fosters
credibility, dignity and respect for staff, the public and offenders.*

We demand of ourselves and others...

Honesty, Integrity, Teamwork
Flexibility and Open Communication

We model what we value



IDAHO DEPARTMENT OF CORRECTION

Strategic Plan 2007 - 2014



“Back to Basics”

Safety, Accountability, Partnerships and Opportunities for Offender Change

Strategic Objectives

2007 – 2008

(Performance Measures)

- Maintain the overall retention rate for IDOC staff at or above 82%
 - Maintain the retention rate for correctional officers at 77% or more
 - Maintain the retention rate for non-uniformed staff at 84% or more
- Increase the percentage of offenders released by their eligibility date in partnership with the Parole Commission
- Develop a minimum of 4 new Memorandum of Understandings (MOU's) or other contracts with local entities for housing and or treatment of IDOC offenders
- Develop a minimum of 1 new MOU with local governmental entities within each judicial district to enhance a systems approach in the criminal justice system
- Increase the number of staff certifications or licenses by 10%

Brent Reinke, *Director*

Dr. Mary Perrien
Division of Education and Treatment Chief

Pam Sonnen
Division of Prisons Chief

Kevin Kempf
Division of Community Corrections Chief

Gary Charland
Human Resource Services Director

Division of Management Services Chief

Teresa Jones
Administrative Support Manager



IDAHO DEPARTMENT OF CORRECTION Strategic Plan 2007- 2014

Focus Areas and Overall Goals 2007 to 2014

SAFETY

Safety: Maintain the safety of IDOC staff, offenders and the public.

- **3 yr Goal:** *Maintain the safety of IDOC staff, offenders and the public.*
- **5 yr Goal:** *Continue to maintain and enhance the safety of IDOC staff, offenders and the public.*
- **7 yr Goal:** *Continue to maintain and enhance the safety of IDOC staff, offenders, and the public.*

Facilities and Work Units: Provide adequate facilities and work units to meet offender population, program and treatment demands.

- **3 yr Goal:** *Implement Phase I of the IDOC Facilities Plan*
- **5 yr Goal:** *Complete Phase I; begin implementation of modified Phase II of the Facilities Plan.*
- **7 yr Goal:** *Complete full buildout of the IDOC modified Facilities Plan.*

ACCOUNTABILITY

Staff Professionalism: *Continue to improve and enhance the professionalism of IDOC staff to help ensure the highest quality services, increase staff retention and enhance career opportunities.*

- **3 yr Goal:** *Continue to improve and enhance the professionalism of IDOC staff*
- **5 yr Goal:** *Continue to improve and enhance the professionalism of IDOC staff*
- **7 yr Goal:** *Continue to improve and enhance the professionalism of IDOC staff*

Quality Assurance: *Develop, implement and monitor a thorough quality assurance program to guide the delivery of excellent IDOC services.*

- **3 yr Goal:** *Develop and begin implementation of a thorough quality assurance program to standardize and monitor IDOC services.*
- **5 yr Goal:** *Implement the quality assurance program as designed to ensure the delivery of excellent IDOC services.*
- **7 yr Goal:** *Further refine the quality assurance program as designed to ensure the continued delivery of excellent IDOC services.*

Correctional Integrated System: *Implement the complete Correctional Integrated System.*

- **3 yr Goal:** *Implement the internal portion of the CIS.*
- **5 yr Goal:** *Implement the external portion of the CIS.*
- **7 yr Goal:** *Re-evaluate and adjust the Correctional Integrated System as needed to continue meeting IDOC and criminal justice system needs.*



IDAHO DEPARTMENT OF CORRECTION Strategic Plan 2007- 2014



Focus Areas and Overall Goals 2007 to 2014

PARTNERSHIPS

Partnerships: Develop and enhance partnerships with both public and private entities that support excellent IDOC functions and improve the operation of the criminal justice system.

- **3 yr Goal:** *Develop and enhance partnerships with both public and private entities that support quality IDOC functions and improves the operation of the criminal justice system.*
- **5 yr Goal:** *Continue to develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.*
- **7 yr Goal:** *Continue to develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.*

Effective Offender Management and Growth: Reduce the growth rate of offender populations where feasible while maintaining public safety.

- **3 yr Goal:** *Enhance partnerships to increase the percentage of releases for eligible offenders and to improve the effective management of offender growth*
- **5 yr Goal:** *Reduce the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.*
- **7 yr Goal:** *Maintain the offender population growth rate equal to or below the state population growth rate, while maintaining public safety*

OPPORTUNITIES FOR OFFENDER CHANGE

Continuum of Services: Design, implement and provide a full continuum of evidence-based programs, treatment and services to meet the needs of offenders, families and the criminal justice system.

- **3 yr Goal:** *Identify and implement systemic strategies to resolve the road blocks to successful offender change*
- **5 yr Goal:** *Design and implement a full continuum of evidence-based programs, treatment and services to meet the needs of offenders and the criminal justice system.*
- **7 yr Goal:** *Expand the continuum of services to meet the needs of special inmate populations.*



IDAHO DEPARTMENT OF CORRECTION

Strategic Plan 2007- 2014

Communication Plan Framework

Guiding Principles

General Principles

- All communication will be professional and appropriate.
- Communication will be in a timely manner and in the most appropriate format.
- The decision process will seek input from those affected and impacted where feasible and appropriate.
- Face to face communication is preferred and encouraged, but not always possible.
- E-mail shall be used appropriately and judiciously.
- Communication should reflect the department vision as a leader and educator on criminal justice issues.

Internal Communication Principles

Work Unit

- Work Unit manager is responsible for effective communication within the work unit.
- Work Unit manager is responsible for passing information up within the organization.

Division

- Division chief is responsible for effective communication within the division.
- Division chief is responsible for passing information up within the organization.

Cross-Division

- Division and deputy chiefs are responsible for communication issues impacting multiple divisions.
- Division chiefs and deputy chiefs are responsible for passing information up and within the organization.

Department-wide

- Director's Office communicates issues impacting operations within most divisions and/or work units.

Board of Correction

- Director's Office communicates issues impacting department operation to the Board of Correction.

External Communication Principles

- Constituent communication regarding offender issues requires research first prior to response to ensure consistent communication.
- Constituent requests specific to institutions should be managed at the work unit.

Media Communication Principles

- Work unit managers confer with Division chiefs, Director's Office (PIO) prior to responding to media requests.
- Those responding to media requests should act in accordance with the structure outlined in the IDOC media policy.

External partners include: Media, Legislature, Courts, Governor's Office, Board of Correction, General public, Criminal Justice Partners, offenders and offender families and stakeholders.



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Internal Communication Plan Summary						
Name of Communication	Purpose	To / From	Tool or Method	Schedule * 1, 2, 3, 4, 5, 6, 7	Responsibility	Comments
DOC Talk	Celebrate, inform, connect staff	Staff/Staff and leadership	Electronic newsletter	3	Director's Office	All divisions and work units
EDOC	Inform, access to documents	Leadership/ Staff	Internal Website	1	Managed by IT, input by managers/leaders	
Internet	Inform, access to documents	Staff/ Managers and leaders	External website	1	Managed by IT, input via PIO	All divisions and work units
Back to Basics	Update staff on legislative session, current issues and trends	All staff/ leadership team	Face to face-State tour	5	Leadership team	
105's	Update key staff on incidents at all institutions/districts	105 group/ shift commanders	Electronic e-mail report	6	Shift commanders	Discussed a subject line
Shift briefings	Information and education	Work site staff/work site managers	Face to face	3	Work Site leader	
Work site newsletters & memos to staff	Celebrate, inform, connect staff	Site staff/ work site leader	Electronic newsletter	6	Work site leader	Not all sites can support a newsletter

External Communication Plan Summary						
Name of Communication	Purpose	To / From	Tool or Method	Schedule * 1, 2, 3, 4, 5, 6, 7	Responsibility	Comments
Governor's Report	Operational update on key issues, population	Governor, Board, lawmakers/ Director's ofc.	E-mail document	2	Director's Office	
Media Heads-up	Overview of key media requests	Governor, Board, lawmakers/ Director's ofc.	E-mail	6	Director's Office	
Brief Sheet	Education and inform partners of current issues and trends	Governor, lawmakers, judges, CJC partners, Board/ Director's ofc.	Mailed 1 page newsletter Edoc, Internet	3	Director's Office	
News Release	Inform the public of key events	Media, governor, leadership, Board/ Director's ofc	E-mailed, Posted on internet	6	Director's Office	
Constituent communication	Answer concerns and questions from families	Inmate families & public/ Directors ofc. & work unit leader	Letters/e-mail/phone or face to face	6	All staff	Well-researched so consistent message is given
Internet	Educate and inform	Public, stakeholders/ all staff	Internet	6	Director's Office/IT	
Video	Educate and motivate		Video	Under development	Director's Office	

* Schedule Notes: 1-Daily, 2-Weekly, 3-Monthly, 4-Quarterly, 5-Yearly, 6-As needed, 7-Other



IDAHO DEPARTMENT OF CORRECTION Strategic Plan 2007

Three Year Goals and Objectives 2007 to 2010

SAFETY

Safety: Maintain the safety of IDOC staff, offenders and the public.

- *Develop agency wide safety committee*
- *Develop baseline safety analysis*
- *Implement safety plan for uniformed staff and conduct annual training*

Facilities and Work Units: Implement Phase I of the IDOC Facilities Plan

- *Implement Phase One of the Facilities Master Plan*
- *Identify existing alternative space and options within the State by working with counties and other entities*
- *Develop implementation schedule to meet facilities needs*

ACCOUNTABILITY

Staff Professionalism: Continue to improve and enhance the professionalism of IDOC staff

- *Create and implement a workforce development plan*
- *Create an Annual Training Continuum*
- *Image identification (branding) and marketing of corrections and correctional professionals*

Quality Assurance: Develop and begin implementation of a thorough quality assurance program to standardize and monitor IDOC services.

- *Revise and update policies and SOP's; develop new procedures as needed*
- *Define Quality Assurance program*

Correctional Integrated System (CIS): Implement the internal portion of the CIS.

- *Develop business rules*
- *Core System complete implementation*

PARTNERSHIPS

Partnerships: Develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.

- *Identify critical partnerships*
- *Define partnerships, roles and responsibilities*

Effective Offender Management and Growth: Enhance partnerships to increase the percentage of releases for eligible offenders and to improve the effective management of offender growth

- *Develop MOU's with local governmental entities*
- *Develop recommendations for alternatives to incarceration*
- *Develop offender housing*

OPPORTUNITIES FOR OFFENDER CHANGE

Continuum of Services: Identify and implement systemic strategies to resolve the road blocks to successful offender change

- *Assess and redesign inmate movement*
- *Identify systemic barriers*
- *Define utilization of GAIN in program assignment process and implement*
- *Develop Decision Units to enhance education and treatment resources*



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Three to Five Year Goals and Objectives 2010 to 2012

SAFETY

Safety: Continue to maintain the safety of IDOC staff, offenders and the public.

- *Review safety plan refine and implement needed changes*
- *Implement plan for safety*
- *Review and utilize new technology for safety and efficiencies*

Facilities and Work Units: Complete Phase I; begin implementation of modified Phase II Facilities Plan.

- *Review what has been implemented in phase one*
- *Develop implementation for modified phase two*

ACCOUNTABILITY

Staff Professionalism: Continue to improve and enhance the professionalism of IDOC staff.

- *Raise minimum qualifications for entry level field position*
- *Implement pay plan*
- *Implement training plan*
- *Explore education assistance program for staff*

Quality Assurance: Implement the quality assurance program as designed.

- *Plan completed and fully implemented*
- *Integration of management reporting into decision making*
- *Five year review and refinement of QA standards and measures*

Correctional Integrated System (CIS): Implement the external portion of the CIS.

- *Sharing information with Idaho agencies*
- *Implement Medical Module*

PARTNERSHIPS

Partnerships: Continue to develop and enhance partnerships with both public and private entities to support quality IDOC functions and improve operation of the criminal justice system.

- *Collaborative strategic planning with CJC partners*
- *Implement collaborative partnerships such as MOUS between counties and state*

Effective Offender Management and Growth: Reduce the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.

- *Pursue funding source to implement programs and actions for offender growth reduction*
- *Implement diversionary plans*

OPPORTUNITIES FOR OFFENDER CHANGE

Continuum of Services: Design, implement and provide a full continuum of evidence-based programs, treatment and services to meet the needs of offenders, families and the criminal justice system.

- *Develop plan and policy for continuum of services*
- *Train, fund, and implement for continuum of services*



IDAHO DEPARTMENT OF CORRECTION Strategic Plan 2007



Five to Seven Year Goals 2012 to 2014

SAFETY

Safety: *Continue to maintain the safety of IDOC staff, offenders and the public.*

Facilities and Work Units: *Complete full buildout of the IDOC modified Facilities Plan.*

ACCOUNTABILITY

Staff Professionalism: *Continue to improve and enhance the professionalism of IDOC staff.*

Quality Assurance: *Further refine the quality assurance program as designed to ensure the continued delivery of excellent IDOC services.*

Correctional Integrated System (CIS): *Re-evaluate and adjust the Correctional Integrated System as needed to continue meeting IDOC and criminal justice system needs.*

PARTNERSHIPS

Partnerships: *Continue to develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.*

Effective Offender Management and Growth: *Maintain the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.*

Opportunities for Offender Change

Continuum of Services: *Expand the continuum of services to meet the needs of special offender populations.*



Three Year Goals Objectives and Work Plan 2007-10



Safety

Safety: <i>Maintain the safety of IDOC staff, offenders and the public.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Develop a prioritized agency wide safety plan <ul style="list-style-type: none"> ○ Create safety committee ○ Identify safety performance measures Action: Work place safety review to include ADA compliance, configuration of offices to ensure safety Action: Emergency and contingency plan Action: Identify and acquire necessary equipment for all staff	6/07- 7/15 6/07 6/07 6/07 7/08 12/07 – 12/08	<i>Chief Prisons / Chief Com. Corr. with committee assignments</i>	PREA money VFA master plan		# of issues identified # of issues fixed	
Plan and conduct annual training Action: eliminate inmate deposits at central office						



Three Year Goals Objectives and Work Plan 2007-10



Safety: Facilities and Work Units

Facilities and Work Units: <i>Implement Phase I of the IDOC facilities plan</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Phase One Master Plan Action: Adopt and revise consultant recommendation for growth	FY09 8/07-12/07	Chief Mgmt. Serv	Contacted PM in capital budget. Decision unit	Complete Plan 6/07		
Identify existing alternative bed space and options within the state of Idaho by working with counties and other entities	Ongoing	<i>Chief Prisons</i>	Staff		# of alternative beds # of MOUs	
Develop implementation schedule to include modified master plan and identified alternatives	9/07-12/07	Chief Mgmt. Serv				



Three Year Goals Objectives and Work Plan 2007-10



Accountability: Staff Professionalism

Staff Professionalism: <i>Continue to improve and enhance the professionalism of IDOC staff</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Create and implement a workforce development plan. - complete a workforce analysis	7/07 to 7/08 develop plan 7/08 to 7/09 Market and create decision units 7/09 implement	Dir. Human Res.	Consultant Jay Anderson		Retention CO Turnover Staff Turnover	
Create an Annual Training Continuum	7/08- Operationalize 7/09	Dir. Human Res.				
Image identification (Branding) and marketing of correction and correctional professionals - develop a “marketing” plan	July 07 – ongoing 12/07	Dir. Office (ASM)	Partners needed / funding / may require private assistance			



Three Year Goals Objectives and Work Plan 2007-10



Accountability: *Quality Assurance*

Quality Assurance: <i>Develop and begin implementation and monitoring of a thorough quality assurance program to standardize and monitor IDOC services.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Revise and update policies and SOP's. Develop new ones as needed - define the annual review process - implement	Ongoing 12/09 12/10	Dir. Office (ASM) w/ Policy Coord.	SOPRC/Policy Coordinator			
Define Quality Assurance program Actions: Develop tool Action: Develop reporting structure	7/07 to 7;/08	IDOC Director w/ Dpty. Mgmnt Serv. (SL) to implement				



Three Year Goals Objectives and Work Plan 2007-10



Accountability: *Correctional Integrated System*

Correctional Integrated System: <i>Implement the internal portion of the CIS</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Core System Complete Implementation Action: Training-roll out mini-nine for prisons Action: Final training and rollout of complete system	6/10 7/07 – 12/07 4/08 – 7/08	Dpty. Mgmnt Serv. (SF)	Developmental Plan and Super Users	Staff training needed		
Develop business rules	10/07 - 6/09	Dpty. Mgmnt Serv. (SF)	Grant Money and Business analyst			



Three Year Goals Objectives and Work Plan 2007-10



Partnerships

Partnerships: <i>Develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Identify and develop critical partnerships Action: Develop partnerships with counties Action: Sustain back to basis leadership tour Action: Develop partnerships with offender advocacy groups (example; Leadership lunches) Action: Define partnerships roles and responsibilities	7/07 – 12/07 5/07 - ongoing 4/08 – annual 1/08- 6/08 Ongoing as needed	IDOC Director Dir. Office (ASM) Leadership Team			Completion of MOUs	
Develop new alternative beds, through agreements with other in-state entities, such as counties, sheriff's departments, etc.	7/07 - ongoing	IDOC Director				
<i>Develop alternative work space</i>	<i>7/07 - ongoing</i>	Chief Com. Corr.				



Three Year Goals Objectives and Work Plan 2007-10



Partnerships: *Effective Offender Management and Growth*

Effective Offender Management and Growth: <i>Enhance partnerships to increase the percentage of releases for eligible offenders and improve the effective management of offender growth</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Assess and redesign inmate movement	11/07 finish 11/09	Chief Mgmt. Serv / <i>Chief Prisons</i> / Chief Ed. & Treat.	NIC Grant Existing staff			
Identify barriers	07/07 – 12/07	Dpty. Ed. & Treat.				
Action: Develop robust alternative case plan	9/09 – 11/07					
Action: Develop strategies to address barriers	1/08- 7/08					
Define utilization of GAIN in program assignment process and implement	1/08- 6/08	Chief Ed. & Treat.				
Develop Decision Units to enhance education and treatment resources	6/08	Chief Ed. & Treat.				



Three Year Goals Objectives and Work Plan 2007-10



OPPORTUNITIES FOR OFFENDER CHANGE

Continuum of Services: <i>Identify and implement systemic strategies to resolve the road blocks to successful offender change</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Assess and redesign inmate movement	7/07 - ongoing	Leadership Team	NIC Grant Existing staff			
Develop Decision Units to enhance education and treatment resources	07/07 – 12/07	Chief Ed. & Treat.				
Identify systemic barriers	7/07 – 7/08	Dpty. Ed. & Treat.				
Develop and implement an assessment and treatment protocol Action: Define utilization of GAIN in program assignment process and implement	7/07 – 7/10 7/07 – 1/08	Dpty. Ed. & Treat. / Chief Ed. & Treat. Dpty. Ed. & Treat. / Dpty. Prisons				



Three to Five Year Goals Objectives and Work Plan 2010-12



Safety

Safety: Continue to maintain the safety of inmates, IDOC staff and the public.						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Review safety plan refine and implement needed changes	7/10-7/11	Chief Prisons / Chief Com. Corr.		Technology needed		
Implement updated plan for safety	7/11- 7/12	Chief Prisons / Chief Com. Corr.				
Review and utilize new technology for safety and efficiencies	7/12	Chief Prisons / Chief Com. Corr.				
Action: Kiosk 10/biometric and 2 layer security: low risk offenders	6/10	Chief Com. Corr.				
Action: Research and implement Bar coding for staff & offenders/volunteers and contract staff.	7/10	IT Mgr.				
	7/10-7/11					



Three to Five Year Goals Objectives and Work Plan 2010-12



Safety: Facilities and Work Units

Facilities and Work Units: Complete Phase I and begin implementation of modified Phase II of the IDOC Facilities Plan.						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Review and modify what has been implemented in phase one	6/10 – capital budget	Chief Mgmnt. Serv / Fac. Const. Mgr.				
Develop implementation plan for modified phase two	7/10 – 12/10	Chief Mgmnt. Serv				



Three to Five Year Goals Objectives and Work Plan 2010-12



Accountability: *Staff Professionalism*

Staff Professionalism: <i>Continue to improve and enhance the professionalism of IDOC staff.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Raise minimum qualifications for entry level field position	6/10	Dir. Human Res. / Sr. HR Mgr.	Work force report			
Implement pay plan	7/11 – 7/12	Dir. Human Res.				
Implement training plan	7/10 – 7/11	Training Mgr.				
Explore education assistance program for staff	12/12	Dir. Human Res.				



Three to Five Year Goals Objectives and Work Plan 2010-12



Accountability: *Quality Assurance*

Quality Assurance: <i>Implement the quality assurance program as designed to ensure the delivery of excellent IDOC services.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Fully implement the quality assurance program	Done by 6/10	Chief Mgmnt. Serv				
Integration of management reporting into decision making	In progress – 7/10	Dpty. Mgmnt Serv. (SL)				
Five year review and refinement of QA standards and measures	7/10	Dpty. Mgmnt Serv. (SL)				



Three to Five Year Goals Objectives and Work Plan 2010-12



Accountability: *Correctional Integrated System*

Correctional Integrated System: <i>Implement the external portion of the CIS.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Sharing information with Idaho agencies	6/10	Dpty. Mgmnt Serv. (SF)	Other agencies			
Implement Medical Module	6/10-12/11	Dpty. Mgmnt Serv. (SF)	Medical staff			



Three to Five Year Goals Objectives and Work Plan 2010-12



Partnerships

Partnerships: <i>Continue to develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Collaborative strategic planning with CJC partners Action: Have institutionalized process in place to address gaps with partners such as the parole commission and health and welfare	7/10 – 7/11 6/07- 6/12	Leadership Team Chief Ed. & Treat.	SA interagency IWOM Existing staff and CJC			
Implement collaborative partnerships Action: Complete MOUS between counties and state for misdemeanor probation supervision and bed capacity	7/11 – 7/12 6/07 to 5/12	Leadership Team Chief Com. Corr.	IAC, ISA, CJC, shared employees			



Three to Five Year Goals Objectives and Work Plan 2010-12



Partnerships: *Effective Offender Management and Growth*

Effective Offender Management and Growth: <i>Reduce the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Pursue funding source	7/10 – 7/11	Dpty. Ed. & Treat.	CJC			
Implement diversionary plans	7/11 – 7/12	Dpty. Ed. & Treat.	CJC			



Three to Five Year Goals Objectives and Work Plan 2010-12



Opportunities for Offender Change

Continuum of Services: <i>Design and implement a full continuum of evidence-based programs, treatment and services to meet the needs of offenders and the criminal justice system.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Refine plan and policy for continuum of services Action: re-evaluate offender service needs: supervision – education – program and treatment Action: work with partners to ensure community resources necessary for special populations are available	Done by 7/10 07/10- 07/12 07/10 – 07/12	Chief Ed. & Treat Dpty. Ed. & Treat. Chief Ed. & Treat	Greg Sali			



IDAHO DEPARTMENT OF CORRECTION Strategic Plan 2007



Plan Implementation and Management

The successful achievement of the plan's goals, objectives and performance measures is critically dependent upon the effective integration of the plan into the ongoing operation and management of the department. The leadership team agrees to the following approach to support the full integration of the strategic plan into the department management procedures. It is assumed that the following activities will involve the leadership team at a minimum, with additional involvement by division deputies and other staff and partners as required.

A. Monthly Strategic Plan Progress Review

- a. Brief strategic plan status report by each of the responsible individuals for each of the current and near term goals and objectives
 - i. Current status of the objective, action, etc.
 - ii. Outstanding needs to make progress, complete, etc.
 - iii. Obstacles to progress, completion, etc.
 - iv. Resource needs, status, etc.
 - v. Celebrate successes
 - vi. Upcoming steps and actions
- b. Discussion regarding possible minor changes to the plan; goals, objectives, etc.

B. Semi Annual Plan Review

- a. Deeper review of plan progress and more extensive status
- b. Discussion / possible plan adjustments

C. Annual Plan Review

- a. Thorough plan status / progress review
- b. Validate support for mission, vision and values
- c. Discussion of plan adjustment as needed to reflect changing department needs, internal and external conditions, available resources, etc.
- d. Modification to goals and objectives as needed
- e. Identify new goals as needed
- f. Identify new performance measures for the coming year
- g. Develop associated partnership strategies to achieve goals, objectives, etc.
- h. Determine funding needs and legislative requests as required to support current goals, objectives and supporting actions and projects
- i. Determine need for more extensive plan revisions and process
- j. Pursue additional planning efforts if needed to update the long range plan

D. As Needed Actions

- a. Develop and implement change management processes as needed to support effective plan implementation
- b. Develop associated "reporting and monitoring" tool
 - i. Microsoft Project software will be developed for use by the leadership team to track and share strategic plan progress



Planning services to assist in developing the strategic plan provided by:

KMP Planning

2530 Canyon Gate Pl. Twin Falls, ID 83301 / 208-734-6208 / kmpplanning@cablone.net